

THE GEORGE WASHINGTON UNIVERSITY  
Washington, DC  
20052

MINUTES OF A REGULAR MEETING  
OF THE FACULTY SENATE HELD  
ON DECEMBER 10, 1993, IN  
LISNER HALL, ROOM 603

The meeting was called to order by President Trachtenberg at 2:23 p.m.

Present: President Trachtenberg, Vice President French, Boswell, Brewer, Captain, Carson, Cohn, Divita, East, Elgart, Englander, Fowler, Friedenthal, Gupta, Holmes, Keimowitz, Kirsch, Miller, Pelzman, Robinson, Salamon, Schiff, Smith, Vontress, and Wallace

Absent: Registrar Gaglione, Parliamentarian Schechter, Frieder, Goulard, Harrington, Johnston, Mahmood, Mitchell, Park, Seavey, and Silber

APPROVAL OF MINUTES

The minutes of the regular meeting of November 12, 1993, were approved as distributed.

RESOLUTIONS

- I. RESOLUTION 93/4, "A RESOLUTION TO RECOMMEND THE ESTABLISHMENT OF A JOINT FACULTY-ADMINISTRATION TASK FORCE INSTRUCTED TO ASSESS THE LONG-RUN COMPARATIVE ADVANTAGE OF THE VIRGINIA CAMPUS"

On behalf of the Committee on Fiscal Planning and Budgeting, Professor Pelzman, Chair, moved the introduction of a substitute resolution which included some modifications prepared by the Committee. The motion was seconded, and copies of the substitute resolution were distributed to the Senate members. No objections were made to consideration of the substitute and the Chair ruled the substitute resolution was accepted for consideration in place of the original Resolution 93/4. Professor Pelzman explained that the substitute was essentially the same as the original resolution except for the following changes: (1) the word "robust" was deleted in the first WHEREAS clause; and (2) the words "explore alternative uses of the campus" were deleted in the FIRST RESOLVING CLAUSE. In addition, minor editorial changes were made, he said.

Professor Kirsch said he thought that a subcommittee of the Fiscal Planning and Budgeting Committee would be the appropriate group to undertake this task rather than an ad hoc committee. Professor Pelzman replied that this matter required expertise outside of the Fiscal Planning and Budgeting Committee. He stressed that this Task Force would have a single task with a single objective, whereas the Fiscal Planning and Budgeting Committee is currently working on a number of other major tasks.

Professor Boswell asked if the proposed Task Force would continue to be active after having completed its assigned task, and Professor Pelzman responded that it was designed only to produce the report as charged in the resolution.

Professor Gupta said he was not convinced that there was a need for establishing this Task Force. Professor Pelzman explained that the previous committee charged with oversight of the Virginia campus was no longer active. When the Fiscal Planning and Budgeting Committee looked at the budget figures for the Virginia campus and tried to sort out the actual budgetary components from that campus, there were two sets of pictures, he said. One from the official numbers and one from the numbers that could then be generated. The issue was raised as to whether or not the Committee should look at a larger picture, i.e., what should happen on that campus to best utilize the scarce resources it has. The Committee decided that it would be more appropriate to establish a task force composed of engineers and business faculty who are actually involved in the Virginia campus to evaluate its research and teaching needs.

The question was called, and Substitute Resolution 93/4 was adopted. (Substitute Resolution 93/4 is attached.)

#### INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

#### REPORT ON RECRUITMENT AND RETENTION OF MINORITY AND WOMEN FACULTY BY VICE PRESIDENT RODERICK S. FRENCH, VICE PRESIDENT FOR ACADEMIC AFFAIRS

Vice President French noted that this report, made at this time each year, represented his second Annual Report to the Senate on Recruitment and Retention of Minority and Women Faculty. He said it was his understanding that the Executive Committee has decided that the Annual Report should then be referred to the Senate Committee on Faculty Development and Support for review.

Vice President French then presented his report. This year's report, he said, included some new initiatives being undertaken in the schools as an outgrowth of the synthesis of two previous reports, one from the Senate's Special Committee and one from the President's Advisory Committee. He said that obviously we cannot mandate collegiality or offset singlehandedly overnight the indisputable history of discrimination in higher education against minorities and women, but the University is trying to create what is now commonly referred to as a certain "culture" of our particular workplace. Vice President French then briefly highlighted the initiatives and action plans described in his report.

In summary, Vice President French said that if we look at this report in terms of outcome, it indicates that no matter what our intentions and our efforts may have been, we cannot relax for a single moment on this agenda because we have so much work to do in order to achieve the continuing outcome that he believed we all desire. (The Report on Recruitment and Retention of Minority and Women Faculty dated December 10, 1993, from the Office of Academic Affairs is attached.)

Professor Vontress said that the purpose of the Senate's resolution was to monitor the progress of the University in this area. He said he was surprised to hear Vice President French say that the "synthesis report" had been sent to the deans because he did not recall that the Senate had ever received that report. Professor Gupta responded that he was a member of the Task Force, chaired by Professor Martin, that worked on the implementation document synthesizing the recommendations of the two independent reports. That consensus document was sent to the President and Vice President French for approval and he did not believe it was intended to be brought back to the Senate for approval. Vice President French said that he would be happy to provide copies of the report to everyone. Professor Gupta suggested that the report be published in BY GEORGE! for wider distribution, and President Trachtenberg agreed because the University was trying to create a cultural statement that spoke to not only faculty, but to staff and students as well.

Professor Captain thanked the administration for bringing this report to the Senate on an annual basis, however, she had two particular concerns which she did not see being addressed at all at GW, both with the recruitment and the retention of minority and women faculty. One of the issues concerned the question of what is considered respectable scholarship and acceptable juried presses. The other issue, she said, related to the fact that since there were less minority and women faculty members on campus, they were being over-utilized by being asked to serve on many, many committees. The subject of retention is an old issue on college campuses. GW should learn from the mistakes of other institutions.

Vice President French replied that Professor Captain's concerns were very much a departmental and school issue because that was where the claims on faculty's time were for the most part made. President Trachtenberg said it seemed to him that the question of measurement of scholarship would have to be distinguishable between the social sciences, the sciences, and the humanities which would vary from department to department, from discipline to discipline, and from university to university, and he thought that that would be very difficult for the University to sort out. With regard to the issue of overservice, he thought that those people should be encouraged to exercise their free will by making it known that they were being "stretched too thin."

Professor Pelzman said there were three paths toward achieving diversification. The first was moral persuasion; the second was administrative at either the departmental or school level which would require the recruiting committees to have more diversity than the election process would dictate; and the third was allowing the market to dictate, i.e., the University would have to pay more for diversification. Vice President French replied that for years he has had an understanding with the Deans that the University will provide additional funds when necessary in order to make competitive offers to qualified minority candidates. However, the obstacle that cannot be overcome with money is finding significant numbers of minority people who, in so many different fields, have the necessary degrees.

Professor Kirsch said that, if the University were serious about having diversity, it should identify promising young candidates down at the junior and senior level and provide financial support for their academic needs. Once we were at the stage of selecting the best possible scholar, researcher, or teacher, he said the University should be absolutely gender and colorblind in that selection. He said that there should be neither an advantage nor a disadvantage for being a woman or a minority person.

Professor Vontress said that it has been his experience that the paper work coming from the Academic Affairs Office was not producing the desired effect and he hoped that the new procedures will be useful in achieving the desired objective. President Trachtenberg suggested that maybe GW ought to use its location and its capacity for leadership to host a meeting perhaps through the Consortium of Universities of the Washington area or possibly even a national meeting based in the School of Education to look at this issue again.



GENERAL BUSINESSI. NOMINATION FOR ELECTION OF FACULTY TO SENATE STANDING COMMITTEES

In order to take up this item not on the agenda, Professor Robinson moved the suspension of the rules, and the motion was seconded. No objections were made. Professor Robinson, on behalf of the Executive Committee, then moved the nomination of Professor Stuart A. Umpleby for election to the Committee on Faculty Development and Support as a replacement for Professor Steiner who will be on sabbatical leave next semester. No nominations were made from the floor, and Professor Umpleby was elected unanimously.

II. REPORT OF THE EXECUTIVE COMMITTEE

The report of the Executive Committee is enclosed.

III. INTERIM REPORTS OF SENATE COMMITTEE CHAIRS

Professor Kirsch, Co-Chair, Appointment, Salary and Promotion Policies Committee, reported that Vice President French had just submitted the data on faculty salaries and raises by rank and schools which will be reviewed by the Committee. This information, he said, will be ready for the next Senate meeting, and he believed it included the faculty raises due in January and March.

BRIEF STATEMENTS (AND QUESTIONS)

President Trachtenberg said that he wished to make a brief statement with regard to the slightly contentious Senate meeting last month. He stated he would deal with it on two levels. The first level was the empirically driven argument. The President said that he was unaware that Professor Robinson was going to make a statement at the last Senate meeting regarding the Board of Trustees' resolution, and he was, therefore, unprepared to respond to various points she made. A key point in the discussion, he said, had to do with the fact that she had spoken to Mr. Rosenfeld, Chair of the Board's Academic Affairs Committee, requesting an opportunity to make a presentation on behalf of the Senate. Having since met with Mr. Rosenfeld, the President said that Mr. Rosenfeld indicated that it was very likely true that Professor Robinson had spoken to him at the May meeting, his last as a member of the Board, but that he had no recollection of that conversation. The President said that that may explain why Mr. Rosenfeld never communicated that conversation to him or Vice President French, and this may have contributed to the breakdown in communications. And when Professor Robinson did not come to the full Board meeting in October, even though this matter was on the Board's agenda, he presumed she did not consider it an important consequential issue and had no comments to make. As it turns out, he said, this was

not the case. Having since talked to Professor Robinson, he learned that she missed the meeting because of a doctor's appointment. The President said that there has subsequently been a communication to the Board of Trustees requesting that the Senate be permitted to meet with the Board to express itself with regard to this matter. He said the Board has acceded to that request and has suggested that the Chair of the Senate's Executive Committee and one of her colleagues from the Senate meet with the Board's Executive Committee. The President said it seemed to him that the Senate went to a very agitated state very quickly over what appeared to him to be a technical oversight. On the second level, President Trachtenberg pointed out that there are universities in this country where terrible things are on their institutional agendas, e.g., salaries not being raised, departments being closed, and applications coming down, but GW is not in that state. According to Vice President Chernak, the President said that GW's applications for the fall semester are dramatically up and the University is in good shape for the coming year. While he did not want to regale the members with all the wonderful things that have taken place at this University, the President said that he thought the institution has come a long way, and he asked the Senate members not to rush to judgment.

Professor Robinson said that, for the record, she did not know what was on the agenda of the full Board's meeting until approximately 20 minutes before that meeting was to begin and she had responded at least a week earlier to Mrs. Graves indicating that she would be unable to attend the meeting. Professor Robinson said she mentioned this simply to set the record straight and that the matter had been addressed fully in the Executive Committee's November report.

The President said that he did not want to make this into a major debate but he did think there were less than fully informed things said at the last Senate meeting, particularly with regard to the Board of Trustees who are contributing generously to the University and putting in more time as Trustees than previous Boards.

Based on the comments that the President just made, Professor Cohn said one would have to conclude that the President almost completely misunderstood the concern of the faculty at the last Senate meeting. He said that the Faculty Code stipulates that it is part of the contractual agreement between the University and its faculty, and the action of the Board represented a unilateral revision of that contractual agreement without any meaningful consultation with one of the parties to that contract. If the Board can do this with that particular item, Professor Cohn said then there is nothing to prevent them from doing it with any other item that is part of the faculty's contractual agreement and that that is what the faculty were upset about.

Professor Englander said that the differing interpretations of what constitutes adequate consultation with respect to Code revisions appears to be at the heart of the matter and should be clearly understood as defined by the Code.

President Trachtenberg responded that he will have lawyers look into the issue and advise him whether or not the action that transpired was legal or illegal, but in fact, he said, Professor Cohn missed the point: The Trustees and the administration in their innocence thought that they had indeed consulted the Senate. That, the President said, was what he had been trying to explain by his earlier remarks.

The President then announced that the Medical Center search for a new Chief Executive Officer for the hospital has been completed. Mr. Tom Chapman, currently Chief Executive Officer of Greater Southeast Hospital in the District, will be joining George Washington University after the first of the year.

ADJOURNMENT

Upon motion made and seconded, President Trachtenberg adjourned the meeting at 3:40 p.m.

A handwritten signature in black ink, reading "J. Matthew Gaglione". The signature is fluid and cursive, with the first letters of each word being capitalized and prominent.

J. Matthew Gaglione  
Secretary

[Any inquiries about this resolution should be directed to Professor Joseph Pelzman, Chair of Fiscal Planning and Budgeting Committee 4-7108.]

### **SUBSTITUTE**

A RESOLUTION TO RECOMMEND THE ESTABLISHMENT OF A JOINT FACULTY-ADMINISTRATION TASK FORCE INSTRUCTED TO ASSESS THE LONG-RUN COMPARATIVE ADVANTAGE OF THE VIRGINIA CAMPUS (93/4)

WHEREAS, the efficient allocation of financial resources is an essential component of University fiscal planning; and

WHEREAS, the continued operation of the Virginia campus has academic, fiscal and personnel implications for faculty in a number of schools, divisions and departments; and for the operating budget of the University; NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

(1) That a joint faculty-administration task force be established to review the existing fiscal condition of the Virginia campus, assess its long-run comparative advantage, and assess its long-run fiscal viability; and

(2) That the committee will be co-chaired by the Chair of the Faculty Senate Committee on Fiscal Planning and Budgeting and the Vice President and Treasurer. Four faculty members (one of whom shall be a teaching faculty at the Virginia campus) of the committee will be nominated by the Executive Committee for election by the Faculty Senate; the Vice President for Academic Affairs will appoint two members; and the Vice President and Treasurer will appoint one member; and

(3) That this committee will report its findings and recommendations to the Faculty Senate. A preliminary report should be prepared for the April 1994 Senate meeting, and a final report should be prepared for the April 1995 Senate meeting.

Approved by the Faculty Senate Committee on Fiscal Planning and Budgeting on November 5, 1993.

Adopted December 10, 1993



**RECRUITMENT AND RETENTION OF MINORITY AND WOMEN FACULTY**  
**REPORT TO THE FACULTY SENATE**  
**FROM THE**  
**OFFICE OF ACADEMIC AFFAIRS**  
**DECEMBER 10, 1993**

**PURPOSE**

In the spirit of Faculty Senate Resolutions 89/13 and 90/7, the purpose of this report is to outline the current status of the recruitment, appointment, promotion, tenure, and retention of, and the climate for minority and women faculty at the University. This report also highlights the action plans and initiatives at all levels of the University regarding these issues and is provided to inform decisions regarding future activity in these areas.

**INSTITUTIONAL COMMITMENT**

The University's continuing commitment to equal opportunity for all present and prospective members of our community is unequivocal. We strongly feel that a university that does not enjoy the substantial presence of minorities and women on its faculty and staff is deprived of the diversity of skills, perspectives, and insights essential to a great university. It is this diversity that we seek to promote through affirmative action efforts. Faculty and administration share the obligation to ensure that all personnel decisions are made in accordance with both the spirit and the letter of our equal opportunity policies and procedures.

Over the last three years a significant number of our colleagues have been engaged in deliberations concerning strategies for improving the recruitment and the retention of minority and women faculty. In the spring of this year, President Trachtenberg, by adopting the synthesis of the reports/recommendations of the President's Advisory Committee for the Recruitment and Retention of Minority and Women Faculty Members and the Senate Special Committee on Affirmative Action/Equal Opportunity, reaffirmed his and the University's commitment to the goal of "Making the George Washington University a Model of Cultural Diversity." At that time the Vice President for Academic Affairs was charged to work with the Deans to implement the central recommendations of these cumulative reports in ways that would maximize results with a minimum of new bureaucratic structures and processes.

It should be noted that, prior to completion and adoption of the "synthesis" report, the administration, certain schools, and departments had already acted to implement many of the proposed recommendations. I read that as a testimony to the commitment of each segment of the University to play its part fully toward the achievement of our objectives.

## **FACULTY RECRUITMENT**

Primary responsibility for the recruitment, retention, and development of faculty is vested in the faculty, the deans, department chairs, and faculty personnel committees. Deans and department chairs are key individuals in these activities. They are principally responsible for ensuring that all personnel decisions conform to the Faculty Code, school and departmental by-laws, and University policies on equal opportunity.

In support of equal opportunity and affirmative action, academic deans and department chairs have responsibilities that include, but are not limited to, the following:

- To ensure that all departmental personnel activities are conducted consistent with the principles set forth in the University's Affirmative Action Program;
- To provide the Office of Academic Affairs with a written statement of procedures and criteria developed by the department for recruitment, appointment, promotion and award of tenure;
- To develop a search strategy for identifying qualified women and minority applicants in the discipline and sub-discipline appropriate to the department;
- To file a recruitment plan, in accordance with established procedures, for the approval of the Office of Faculty Recruitment and Personnel Relations;
- To file a Report of Proposed Faculty Appointment summary with the Office of Faculty Recruitment and Personnel Relations prior to recommending to the Vice President for Academic Affairs that an offer be made to the successful candidate;
- To recommend appointment, promotion, salary, and award of tenure status using only job related criteria;
- To provide terms and conditions of employment and opportunities for advancement that are in their power (i.e., the assignment of courses,

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teaching schedule, appointment to committees and sponsorship of participation in related professional activities, etc.) without regard to race, color, religion, sex, national origin, age, handicap, veteran status, or sexual orientation;

- To apprise all members of the department of the University-wide procedures provided in the Faculty Code for resolving EEO grievances.

The Office of Faculty Recruitment and Personnel Relations, reporting to the Vice President for Academic Affairs, is responsible for monitoring the appointment of faculty personnel from the approval of the recruitment plan to the offer of appointment, counseling deans, department chairs, and search committees about University equal employment policies, and serving as a resource in support of recruitment activity in academic units.

### **RECRUITMENT GUIDELINES**

This summer, the Office of Faculty Recruitment and Personnel Relations reissued **Policies and Procedures for the Recruitment of Faculty and Librarians**. The original document was revised to compile all relevant recruitment information from the Faculty Code and the Faculty Handbook into one document to ensure complete information for monitoring and record keeping, to update old forms, include new forms and to make policies and procedures easier to execute. New sections include "Academic Year Recruitment Plans" and "Visiting Faculty Appointments." New documents include the "Recruitment Plan Request" and "Waiver Request" forms. The last version of this document was issued during the Fall 1988 semester.

### **1992-93 RECRUITMENT ACTIVITY**

Last year, **124** searches were authorized for appointments to be made effective with the 1993-94 academic year:

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**TABLE 1:**

**Search Activity by Academic Unit**

<u>School</u>	<u>Total Searches</u>	<u>Total Hires</u>
CCGSAS	26	22
ESIA	5	5
NLC	5	11
SBPM	5	7
SEAS	10	3
SEHD	18	6
SMHS	55	45
<b>TOTAL</b>	<b>124</b>	<b>99</b>

The 124 searches in 1992-93 resulted in 99 hires, of which 29 were visiting appointments. These appointments were distributed as follows:

**TABLE 2:**

**New Full-Time Faculty  
Academic Year 1993-94**

	<u>Men</u>	<u>Women</u>	<u>Total</u>
White	53	32	85
Black	1	1	2
Asian	5	4	9
Hispanic	1	2	3
<b>TOTAL</b>	<b>60 (61%)</b>	<b>39 (39%)</b>	<b>99</b>
Minorities	7	7	14 (14%)



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The 99 new faculty joined the existing faculty to create the following profile:

**TABLE 3:**

**Full-Time Faculty and % Change Between  
Academic Years 1992-93 and 1993-94**

	<u>Men</u>	<u>% Change</u>	<u>Women</u>	<u>% Change</u>	<u>Total</u>	<u>% Change</u>
White	639	0.3%	248	6.0%	886	1.8%
Black	10	0.0%	17	-15.0%	27	-10.0
Asian	47	2.2%	25	19.0%	72	7.5%
Hispanic	13	0.0%	9	0.0%	22	0.0%
<b>TOTAL</b>	<b>709</b>	<b>0.4%</b>	<b>299</b>	<b>5.3%</b>	<b>1008</b>	<b>1.8%</b>
Minorities	70	1.4%	51	2.0%	121	1.7%

### **CAMPUS CLIMATE**

The University administration continues its work to foster a campus climate where faculty, staff, and students value diversity. Changing the campus climate can be a difficult and elusive task. Doing so, however, is crucial to all other efforts to enhance the full participation of women and minority faculty in the life of the University. In addressing the practices and policies that might make our campus something less than hospitable and, therefore, preclude the full participation of women and minorities, the central administration has concentrated on the following initiatives:

#### **Committee on the Status of Women Faculty and Librarians**

This committee was established to identify obstacles to the professional and personal development of women faculty and librarians, and to increase their contributions to the University; to develop and recommend strategies to overcome these obstacles and improve conditions of campus life; and, through the Office of Faculty Recruitment and Personnel Relations, to collaborate with the Office of Academic Affairs to implement these strategies across the University.

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To date, the committee has held a number of meetings and seminars focusing on such issues as development strategies for women and minorities, mentoring and networking, campus climate, and the status of GW women faculty and librarians. The committee continues to work with women within their respective schools, colleges and libraries to share information and solicit issues for University and committee consideration.

**Minority Faculty Networking Sessions**

During the academic year, the Office of Academic Affairs sponsors a networking opportunity for minority faculty. These sessions provide a chance for minority faculty to become familiar with the Office of Academic Affairs and staff reporting to that office, as well as the services provided.

This academic year, a successful networking breakfast was held. At that meeting the Office of Academic Affairs announced the formation of an ad hoc committee to explore and recommend other networking opportunities. The committee is composed of one faculty member from each school. Assistant Vice President Wooldridge serves as its covenor.

**Sexual Harassment**

Like most universities and other places of business, the University continues to deal with complaints of sexual harassment. Committed to maintaining a positive climate where individuals can pursue their academic and work activities in an atmosphere free from coercion and intimidation, we are determined to work towards alleviating occurrences of sexual harassment. Towards that end, we are in the process of drafting documents that will educate the campus about issues related to sexual harassment, guide administrators on how to handle complaints, as well as outline the process by which complaints are resolved.

**Faculty Salary Equity**

The University continues to monitor faculty salaries to identify and correct inequities. A comprehensive review of all faculty salaries is conducted every two years by a committee composed of representatives from the Office of Academic Affairs and the Faculty Senate.

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Salaries that are found to be out of line in comparative terms after taking into account all legitimate considerations are adjusted accordingly.

### **FACULTY RETENTION**

Retention is an issue that will have increasing importance over the next few years, when the changing demographics of the workforce impacts higher education. Now is the time to strengthen our continued effort to create a diversified faculty and develop a University community and support networks that will facilitate a diverse and genuinely collegial faculty.

At the end of the 1992-93 academic year, **81** faculty left the University, of which **24** were visiting faculty. Reasons for termination included death, disability, retirement, completion of a temporary appointment, or other job opportunities.

Included in the total were **56** men and **25** women faculty. The minority faculty leaving the University included **5** Blacks, **4** Asians, and **1** Hispanic.

### **FACULTY DEVELOPMENT AND SUPPORT**

Over the past few years, a number of programs and activities were launched in support of the development and retention of faculty. These initiatives have included: additional funding for research, the University Teaching Center, university-wide new faculty orientation, expansion of the orientation program for department chairs, and targeted salary increases. The administration, Faculty Senate, Council of Deans and department chairs have focused attention on such issues as the annual evaluation process, flexible contractual arrangements, and the review and revision of departmental by-laws and procedures. The preparation of annual faculty reports is used increasingly as an opportunity for fostering continuing faculty development.

## **SCHOOL ACTIVITIES**

In keeping with the recommendations of the faculty report on "Making the George Washington University a Model of Cultural Diversity," the Dean of each School has taken actions and/or instituted programs designed to improve the recruitment and retention of women and minority faculty. Each Dean has given me a report on those initiatives. I will mention only a few illustrative examples at this point, but I will forward copies of each Dean's full report to the Senate Committee on Faculty Development.

In the School of Business and Public Management, one of the Associate Deans convenes a monthly brown bag lunch for women faculty. Last year, in addition to this monthly forum, the group held a half-day retreat.

Each year the Medical School identifies one faculty member to serve as Women's Liaison Officer for the Association of American Medical Colleges. That person is also encouraged to act as focal point for consideration of women's issues in SMHS. Virtually all junior minority faculty and senior women faculty are sponsored for participation in national workshops run by the AAMC. African Americans have recently been appointed to the positions of CEO of the Medical Center and of Associate Vice President for Graduate Medical Education.

The National Law Center, with planning done largely by a committee of African American faculty, staff, students and alumni, has scheduled a major three-day national conference during the Spring semester that will commemorate the 150th anniversary of the first African American admitted to the practice of law.

The Dean of Columbian College and Graduate School of Arts and Sciences has formed a Subcommittee on Faculty Diversity which consists of 3 members of The Dean's Council, 1 member of the Promotion and Tenure Committee and 4 members of the faculty who have not yet achieved tenure. Their task is to serve as an oversight body for all actions undertaken to support recruitment and retention of minorities and women, to assess results annually, and to recommend additional steps to improve the collegial climate. The Dean has also asked the Subcommittee on Faculty Diversity to sponsor social/professional networking gatherings. Furthermore, one regular meeting of the Council of Chairs each year will be devoted to this complex of subjects.



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While the number of women in the field of engineering education is notoriously small, it should be noted that two women were recently awarded tenure in SEAS. The School has done increasingly well in recruiting American minority students.

The School of Education and Human Development has developed the practice of assigning a faculty mentor to each new faculty member. Furthermore, minority faculty members have been named as Directors of two of the new Institutes that are central to the future objectives of the School.

### **INSTITUTIONAL PROFILE**

The institutional profile for faculty is presented on the following pages. A more comprehensive display of the data can be found in the attachments to this report. Those attachments should be examined, among other reasons, because they present a disaggregated analysis on a school-by-school basis. The data upon which the following statistics are based were provided by the Office of Institutional Research. The data do not include deans, associate deans, research faculty, administrators with faculty rank, or affiliated faculty.

### **FACULTY BY CONTRACTUAL STATUS**

**TABLE 4:**

Full-Time Faculty by Contract Status  
% Change Between Academic Years 1992-93 and 1993-94

#### **Tenured & Tenure Track Positions Combined**

	<u><b>Men</b></u>	<u><b>% Change</b></u>	<u><b>Women</b></u>	<u><b>% Change</b></u>	<u><b>Total</b></u>	<u><b>% Change</b></u>
White	505	-0.6%	143	3.6%	648	0.3%
Black	5	25.0%	6	20.0%	11	22.2%
Asian	36	2.9%	12	0.0%	48	2.1%
Hispanic	10	0.0%	8	60.0%	18	20.0%
<b>TOTAL</b>	<b>556</b>	<b>-0.2%</b>	<b>169</b>	<b>5.6%</b>	<b>725</b>	<b>1.1%</b>
Minorities	51	4.1%	26	18.2%	77	8.5%

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**TABLE 5:**  
Full-Time Faculty by Contract Status  
% Change Between Academic Years 1992-93 and 1993-94  
  
Non-Tenure Track & Visiting Positions Combined

	<u>Men</u>	<u>% Change</u>	<u>Women</u>	<u>% Change</u>	<u>Total</u>	<u>% Change</u>
White	133	3.9%	105	9.4%	238	6.3%
Black*	5	-16.7%	11	-26.7%	16	-23.8%
Asian	11	0.0%	13	44.4%	24	20.0%
Hispanic**	3	0.0%	1	-75.0%	4	-42.9%
<b>TOTAL</b>	<b>152</b>	<b>2.7%</b>	<b>130</b>	<b>4.8%</b>	<b>282</b>	<b>3.7%</b>
Minorities	19	-5.0%	25	-10.7%	44	-8.3%

**NOTES**

\*1 Black male and 2 Black females resigned, 1 Black female changed to part-time, and 1 Black female was on a temporary appointment.

\*\*3 Hispanic women are reported this year in Table 4. 2 resolved their visa status, and 1 competed successfully in a fresh national search.

**FACULTY BY RANK**

**TABLE 6:**  
Full-Time Faculty by Rank  
% Change Between Academic Years 1992-93 and 1993-94

**Senior Ranks - Professor & Associate Professor**

	<u>Men</u>	<u>% Change</u>	<u>Women</u>	<u>% Change</u>	<u>Total</u>	<u>% Change</u>
White	508	-0.4%	132	14.8%	640	2.4%
Black	7	16.7%	9	0.0%	16	6.7%
Asian	28	0.0%	8	0.0%	36	0.0%
Hispanic	7	0.0%	4	0.0%	11	0.0%
<b>TOTAL</b>	<b>550</b>	<b>-0.2%</b>	<b>153</b>	<b>12.5%</b>	<b>703</b>	<b>2.3%</b>
Minorities	42	2.4%	21	0.0%	63	1.6%

**Faculty Recruitment and Retention  
Report To The Faculty Senate  
December 10, 1993**

**TABLE 7:**  
Full-Time Faculty by Rank  
% Change Between Academic Years 1992-93 and 1993-94

**Junior Ranks - Assistant Professor & Instructor**

	<u>Men</u>	<u>% Change</u>	<u>Women</u>	<u>% Change</u>	<u>Total</u>	<u>% Change</u>
White	130	3.2%	116	-2.5%	246	0.4%
Black*	3	-25.0%	8	-27.3%	11	-26.7%
Asian	19	5.6%	17	30.8%	36	16.1%
Hispanic	6	0.0%	5	0.0%	11	0.0%
<b>TOTAL</b>	<b>158</b>	<b>2.6%</b>	<b>146</b>	<b>-1.4%</b>	<b>304</b>	<b>0.7%</b>
Minorities	28	0.0%	30	3.4%	58	1.8%

**\*NOTE:** 1 Black male and 2 Black females resigned, and 1 Black female changed to part-time.

**FUTURE CHALLENGES**

**Recruitment Activity**

Noteworthy improvements have been made in the areas of monitoring search activity, minority outreach efforts, better informed search committees, communication with the Office of Faculty Recruitment and Personnel Relations, record keeping, and better search plans and summary reports.

In spite of our improvements, we continue to experience problems that in most cases stem from uninformed or inattentive management. A number of events have occurred that underscore the need for continued emphasis on the proper conduct of searches, better and more accurate communication with applicants/candidates, and the thorough evaluation of candidates' dossiers. This is a constant reminder of the need to do more to enhance awareness on the part of department chairs and faculty personnel committees about good human resource management practices.

**Faculty Recruitment and Retention  
Report To The Faculty Senate  
December 10, 1993**

**Attention to the Pipeline**

Any progress in improving the representation of minority faculty, particularly Black and Hispanic faculty, is to some degree a function of the pool of doctorate holders. Thus, strategies to recruit minority faculty must be intimately tied to efforts to recruit undergraduate and graduate students to increase the number of doctorates in those underrepresented groups. This undertaking is one that requires the participation and resources of all institutions of higher education. Within our own institution, academic units can expand networking and minority outreach efforts to include other GW schools and departments. In doing so, we could avail ourselves of an infrequently tapped source of potential applicants that are already within our community.

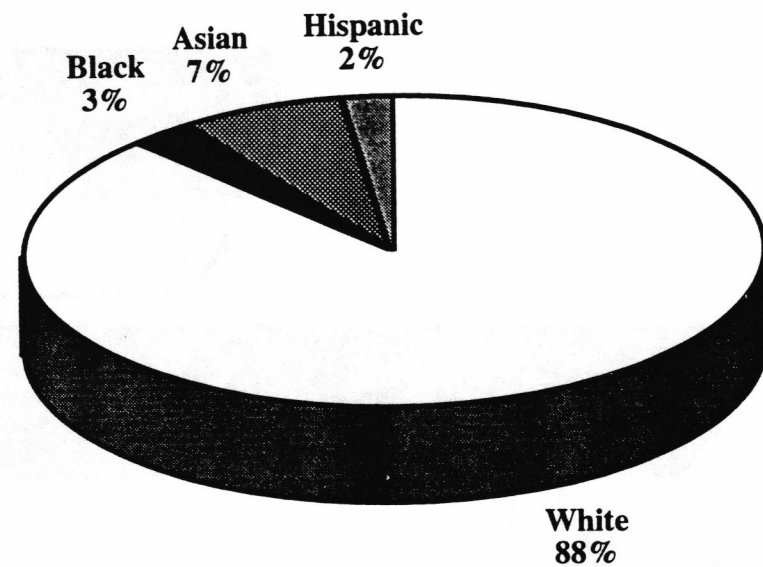
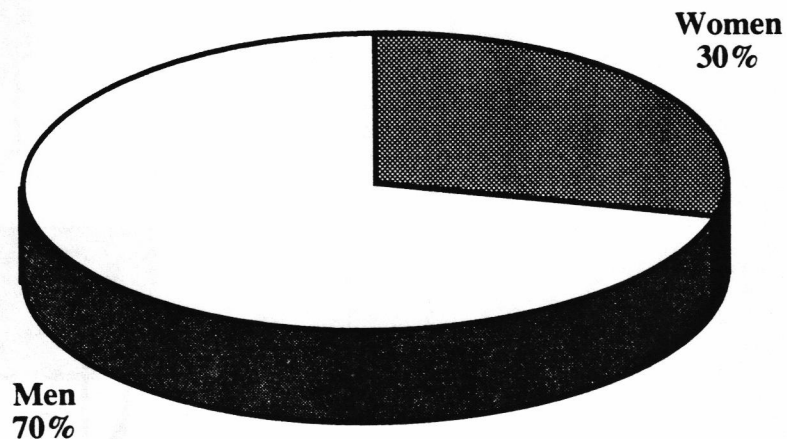
The concluding paragraph in last year's report merely gains force with the passage of time:

If we are not only to survive, but to thrive in the future, maintaining a distinctive role among American universities, faculty throughout our institution must lend their energies to strengthening a continued effort to create a diversified faculty. Attaining this goal will require even deeper commitment on the part of all of us because of certain specific changes in both internal and external circumstances. As was announced last year, the overall size of the full-time faculty is being stabilized this year at its current level through a Position Control Plan developed with the Council of Deans. We also face the prospect of a change in the federal law in January 1994 that will eliminate mandatory retirement of tenured faculty who reach the age of seventy. Taken together, these two developments undoubtedly will mean a decrease in the number of positions to be filled each year. We will have to achieve our recruitment goals within a reduced number of new appointments.



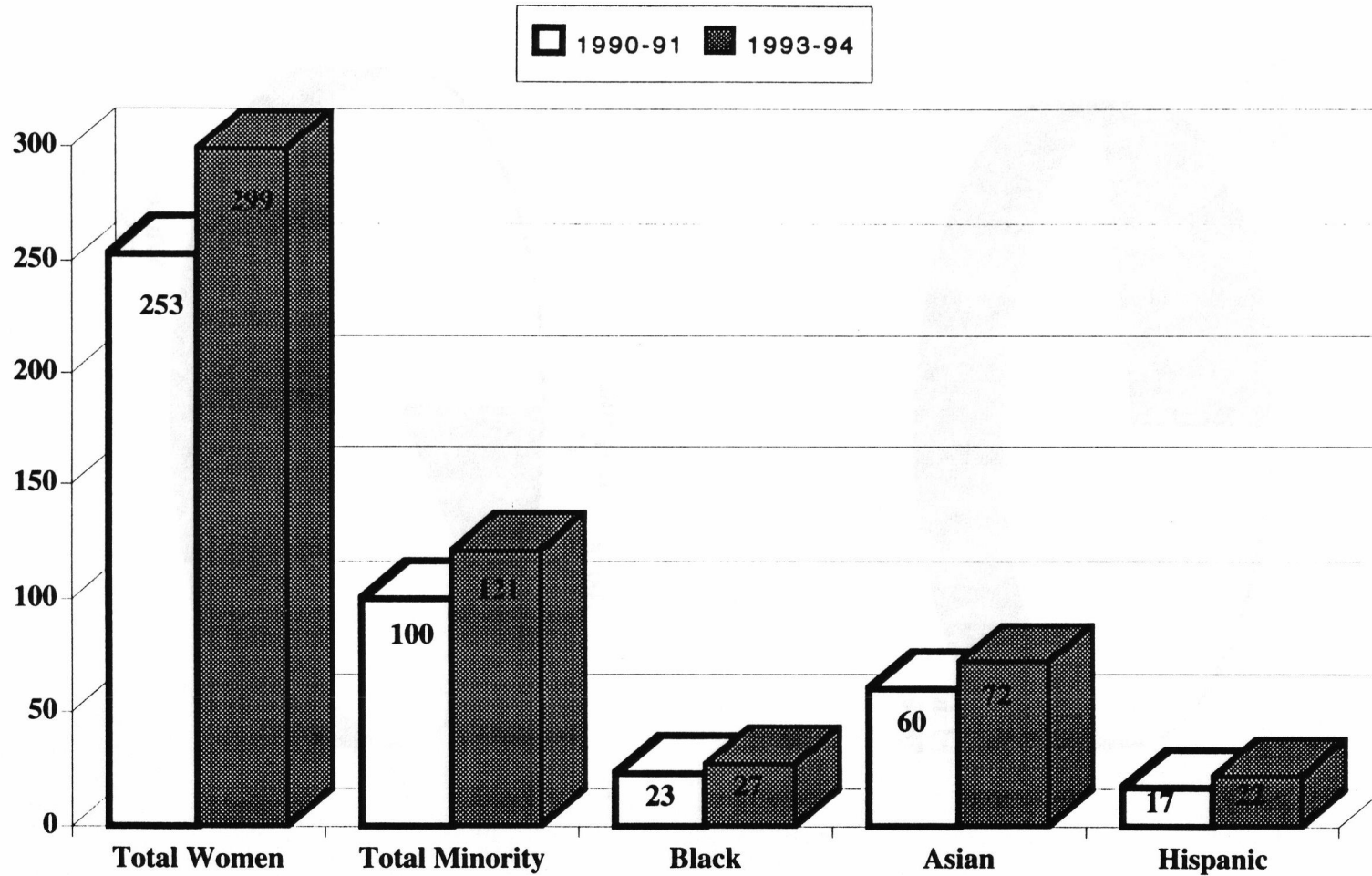
# University Profile 1993-94

Based on 1,007 Total Faculty



## Breakdown of Women and Minority Faculty

Changes Between 1990-91 and 1993-94



GEORGE WASHINGTON UNIVERSITY  
FULL-TIME FACULTY\*  
BY SCHOOL

1993-94

	***** **	***** **	***** **	***** **	***** **	***** **	***** **
	TOTAL	MEN	WOMEN	MINORITY	BLACK	ASIAN	HISPANIC
	***** **	***** **	***** **	***** **	***** **	***** **	***** **
A&S	339	225	114	36	7	23	6
SBPM	108	89	19	12	1	9	2
SEHD	62	27	35	8	5	1	2
ESIA	25	19	6	2	0	2	0
SEAS	89	82	7	15	0	12	3
SMHS	316	216	100	43	11	25	7
NLC	64	46	18	5	3	0	2
UNIV	5	5	0	0	0	0	0
	-----	-----	-----	-----	-----	-----	-----
TOTAL	1008	709	299	121	27	72	22
	***** **	***** **	***** **	***** **	***** **	***** **	***** **

IR 12/8/93 (FACULTY/EEO93.WK1 A141..R165)

\*Excludes administrators with faculty rank, deans & associate deans, research faculty, affiliated faculty and non-tenure-accruing instructors in SMHS.

GEORGE WASHINGTON UNIVERSITY  
1993-94 FULL-TIME FACULTY\*  
BY SCHOOL  
% CHANGE 1990-91 AND 1993-94

	TOTAL		MEN		WOMEN		MINORITY	
			#	% Change	#	% Change	#	% Change
A&S	339		225	-4.3%	114	4.6%	36	33.3%
SBPM	108		89	1.1%	19	35.7%	12	33.3%
SEHD	62		27	12.5%	35	20.7%	8	33.3%
ESIA	25		19	-13.6%	6	500.0%	2	100.0%
SEAS	89		82	-2.4%	7	16.7%	15	0.0%
SMHS	316		216	-3.1%	100	20.5%	43	13.2%
NLC	64		46	4.5%	18	63.6%	5	25.0%
UNIV	5		5	66.7%	0	0.0%	0	0.0%
TOTAL	1008		709	-1.9%	299	18.2%	121	21.0%

IR 12/8/93 (FACULTY/EEO93.WK1 A171..T197)

\*Excludes administrators with faculty rank, deans & associate deans, research faculty, affiliated faculty and non-tenure-accruing instructors in SMHS.

**REPORT OF THE EXECUTIVE COMMITTEE  
DECEMBER 10, 1993  
PROFESSOR LILIE F. ROBINSON, CHAIR**

On behalf of the Executive Committee, I would like to report on the following matters:

**GRIEVANCES**

1. A grievance from the School of Medicine and Health Sciences has been received by the Executive Committee, which will shortly begin its review and informal discussions with the individuals involved.
2. The grievance from the School of Medicine and Health Sciences, reported upon previously, is now in the formal hearing stage.

**ELECTION OF FACULTY SENATE MEMBERS FOR THE 1994-95 SESSION**

A memorandum from the Executive Committee was sent recently to the deans regarding election of members of the Faculty Senate in their respective schools. The Faculty Organization Plan requires that these elections take place prior to March 15, and the Executive Committee has requested that the results be transmitted prior to that date so that the organization of the Senate for the 1994-95 Session can be accomplished.

**BOARD OF TRUSTEES' RESOLUTION ON DISPUTED FACULTY PERSONNEL RECOMMENDATIONS**

1. The Executive Committee sent a memorandum to Mr. Carr, Chair of the Executive Committee of the Board, transmitting the Faculty Senate's resolution of November 12th and requesting a meeting with the Executive Committee of the Board. A response from Mr. Carr was received in which he asked the Senate's Executive Committee to arrange, through President Trachtenberg, for a meeting of the Chair of the Senate's Executive Committee and one colleague with the Board's Executive Committee.
2. With respect to the Board's resolution, the Executive Committee has studied the matter further in consultation with a subcommittee of the Professional Ethics and Academic Freedom Committee. Various substantive proposals are under intense and serious consideration. Such proposals, when formulated, will, of course, be brought to the Faculty Senate and in turn by Senate representatives to the faculty of each school for discussion. The latter would form the basis and the final response of Senate members. Such a process is the process of meaningful consultation called for by the Faculty Code, and one that had been expected by



the faculty with respect to the Board's resolution. The Executive Committee is persuaded that the conclusion that the process was not followed is correct.

ANNOUNCEMENTS

1. The next meeting of the Executive Committee is scheduled for December 17th to set the agenda for the Senate's January 21st meeting.
2. For the January 21st meeting, Committee Chairs are requested to provide brief interim reports. As there may be a number of resolutions before the Senate, written reports are advisable.
3. Please be reminded that faculty members have been invited to participate in the University Holiday Party scheduled for Tuesday, December 21st, 3:00 to 5:00 p.m., at the Smith Center.

I would also like to extend my very best wishes for the Holiday Season and the New Year. I thank you for your dedication and hard work on behalf of the faculty and the University and look forward to working with you in 1994.

THE GEORGE WASHINGTON UNIVERSITY  
WASHINGTON, DC  
20052

The Faculty Senate

November 29, 1993

The Faculty Senate will meet on Friday, December 10, 1993, at 2:10 p.m., in Lisner Hall 603.

AGENDA

1. Call to order
2. Approval of the minutes of the regular meeting of November 12, 1993
3. Resolutions:

A RESOLUTION TO RECOMMEND THE ESTABLISHMENT OF A JOINT FACULTY-ADMINISTRATION TASK FORCE INSTRUCTED TO ASSESS THE LONG-RUN COMPARATIVE ADVANTAGE OF THE VIRGINIA CAMPUS (93/4); Professor Joseph Pelzman, Chair, Fiscal Planning and Budgeting Committee (Resolution 93/4 attached)
4. Introduction of Resolutions
5. Report on Recruitment and Appointment of Women and Minority Faculty from the Office of the Vice President for Academic Affairs
6. General Business:
  - (a) Report of the Executive Committee: Professor Lilien F. Robinson, Chair
  - (b) Interim Reports of Senate Committee Chairs
7. Brief Statements (and Questions)
8. Adjournment



J. Matthew Gaglione  
Secretary

[Any inquiries about this resolution should be directed to Professor Joseph Pelzman, Chair of Fiscal Planning and Budgeting Committee 4-7108.]

A RESOLUTION TO RECOMMEND THE ESTABLISHMENT OF A JOINT FACULTY-ADMINISTRATION TASK FORCE INSTRUCTED TO ASSESS THE LONG-RUN COMPARATIVE ADVANTAGE OF THE VIRGINIA CAMPUS (93/4)

WHEREAS, the efficient allocation of financial resources is an essential component of robust University fiscal planning; and

WHEREAS, the continued operation of the Virginia campus has academic, fiscal and personnel implications for faculty in a number of schools, divisions and departments; and for the operating budget of the University; NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

(1) That a joint faculty-administration task force be established to review the existing fiscal condition of the Virginia campus, assess its long-run comparative advantage, explore alternative uses of the campus, and assess the long-run fiscal viability of the Campus; and

(2) That the committee will be co-chaired by the Chair of the Faculty Senate Committee on Fiscal Planning and Budgeting and the Vice President and Treasurer; four faculty members (one of whom shall be a teaching faculty at the Virginia campus) of the committee will be nominated by the Executive Committee for election by the Faculty Senate; the Vice President for Academic Affairs will appoint two members and the Vice President and Treasurer will appoint one member; and

(3) That this committee will report back its findings and recommendations to the Faculty Senate; a preliminary report should be prepared for the April 1994 Senate meeting and a final report should be prepared for the April 1995 Senate meeting.

Approved by the Faculty Senate Committee on Fiscal Planning and Budgeting on November 5, 1993.

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